



The Link

THE MAPLE LEAF FOODS COMPANY NEWSLETTER • ISSUE #29 • SUMMER 2005

A decade in the making

BY NICOLE WATSON, MAPLE LEAF FOODS CORPORATE

Maple Leaf Foods achieved a significant milestone last April. It has been 10 years since McCain Capital and Ontario Teachers invested in Maple Leaf Foods, marking the beginning of a transformation into a world-class Canadian food company!

Michael McCain, the Company's President & CEO, presented a history of this transformation at this year's Annual Meeting, offering great insights on the journey we've taken together over the past decade. Here are some of the highlights, accomplishments and proud moments.

A Decade of Transformation

Michael attributes our progress over the past decade to eight dimensions of a healthy company.

- 1** Culture & Discipline — Our commitment to attracting, retaining, inspiring and developing great people by working with disciplined tools like Leadership Edge and Six Sigma.
- 2** Market Position — Over 25 acquisitions in 10 years have allowed us to achieve #1 positions across each of our core businesses.
- 3** Brands — Today, we have three leading brands, Maple Leaf, Dempster's and Schneiders, in the Top 25 of AC Nielsen's 2004 National Brand Ranking

report — and growing at almost triple the average rate!

- 4** Assets — More than \$2 billion invested in assets.
- 5** Operating Costs — Re-engineering every aspect of the operating costs and health and safety performance of the business.
- 6** Customer Relationships — Turning around our customer satisfaction performance to #1 position.
- 7** Strategy & Direction — Staying true to our commitment to the seven strategic orientations:
 - Add value for our customers;
 - Add value to our products;
 - Invest in leading market shares;
 - Build our brands;
 - Innovate;
 - Drive costs out; and
 - Diversify globally.

- 8** Results — Solid performance in 2004 brought our compound annual growth rate in earnings per share over the decade to 13 percent and last year's RONA was 8.9 percent. Our goal is 15 percent and 11.5 percent respectively.

Over the past decade, one thing has become very evident about the culture that has evolved as part of the spirit of Maple Leaf Foods — passionate people; passionate about food. This describes

the essence of who we are and what we do as a Company.

"We feel, as a team, we can prove over time that extraordinary people who are totally passionate about what they do in this business around the world can build a winning Company by outperforming the competition and substantially reward all stakeholders who share our passion."

passionate people; passionate about food

You can expect to see and hear a whole lot more about passionate people; passionate about food in the future.

What can we expect next?

While our seven strategic orientations will continue to guide major initiatives, we expect several themes to emerge, namely increase our investment in Canadian assets, step change our commitment to innovation, drive efficiency through standardization and significantly expand our operations outside Canada.

For more details, view the Annual Meeting Webcast or remarks available at www.mapleleaf.com under the Presentations & Webcasts page.

McDonald's recognizes Maple Leaf with supplier award

BY CAROL BELL, MAPLE LEAF CONSUMER FOODS

McDonald's awarded Maple Leaf Foodservice with a "Significant Initiative Contributor Award" during its supplier summit held in April 2005.

Mike Sanderson, Director of Business Development for Maple Leaf Foodservice, accepted the award and played a major role in partnering with McDonald's to become a key national supplier of sliced meats for their new Toasted Deli Sandwiches.

Initially, Mike was supported by a core Maple Leaf team of people that were instrumental during the development phase. Team members included Stephanie DeVries, Michael Chong, Andy Persaud, Doug Voth and Jim Scott. This team quickly broadened to a much larger cross-functional team once the project rolled out nationally.

"Although I was the recipient of the award," Mike said, "this initiative would not have been successful without a full team of individuals committed to delivering against the customer's expectations."

McDonald's recognized that the Maple Leaf team worked tenaciously to meet extremely aggressive timelines and overcome hurdles, and went above and beyond to get the job done.

McDonald's Toasted Deli Sandwiches can be seen on almost every McDonald's window or billboard across Canada. This concept was launched

Canada-wide in September 2004 and has been heavily supported through television and print advertising.

Currently, Maple Leaf is supplying sliced turkey, roast beef and mortadella nationally, and sliced ham for Western Canada. The McDonald's Toasted Deli Sandwich program is staged for quick growth in 2005.

McDonald's has over 1,400 locations in Canada and is the largest foodservice operator in the world with 31,000 locations in 119 countries.



Guelph students think outside the box

BY LISA MARKLE, ROTHSA Y

The Guelph Creative Recycling Initiative, a joint venture between Rothsay and the University of Guelph in Guelph, Ontario, has once again produced some inventive and unique ways to use animal by-products



Lena Lan and Jonathan Aleong stand in front of their creative recycling display.

in both traditional and non-traditional markets.

Students from the University of Guelph that participated in the Creative Recycling program were introduced to the rendering industry and encouraged to research new and innovative ideas

on how to effectively use recycled animal by-products, including protein meals, tallow and grease.

Taking first place this year was Organa Culture, developed by Lena Lan and Jonathan Aleong. Organa Culture is a line of gardening products including a plant tray made from protein meal that can be broken apart and planted directly into the ground, acting as fertilizer while also reducing plastic waste. Second prize was awarded to Agri-Post, a fence post made from recycled plastic and feather fibres, and the third prize was shared by Chic Sunscreen, a sunscreen made from chicken fat, and Renderboard, a particle board product.



Bringing the Schneider Foods community to the MLF portal

BY BEV CANUEL AND MICHEL LEGAULT, MAPLE LEAF FOODS CORPORATE

In November 2004, the Knowledge Management (KM) merger team was formed to bring two information delivery systems together: the Schneider Foods Knowledge Centre and the myMapleLeaf portal. The KM merger team included members from Maple Leaf Foods (Bev Canuel, Sarah Crawford, Jessica Kim and Michel Legault) and Schneider Foods (Giselle Holst, Al Lowrick, Karen Trussler and Janet Wakutz).

The KM merger team initially agreed that the Knowledge Centre needed to be integrated within the myMapleLeaf portal in order for Schneider Foods to take advantage of the options offered by the portal.

Scott Henry, Rothsay's Product Development Specialist, is excited about the new ideas that come out of the Creative Recycling program each year. The goal of the program is not only to introduce rendering to the students but to further develop or research the ideas that are generated. Rothsay is currently working on



On May 16, 2005, employees participated in an MLF portal training session in Mississauga.

The Knowledge Centre has been a popular and useful Website at Schneider Foods, and the KM Merger team knew they would have to find a solution that preserved the familiar navigation of this site within the overall structure of the portal.

"I had initially thought that this project would be like many of the other Knowledge Management projects we have worked on," said Sarah Crawford. "It soon became apparent that the initiative would be more akin to a mini-relaunch of the portal, as we were introducing a new tool to a large group of people already familiar with another system."

The KM merger team came up with a unique solution that allowed HTML content to be displayed on the portal. As a result, the team was able to complete the migration in a timely manner while enabling Schneider Foods users to continue to navigate familiar

developing an idea introduced last year that would use animal by-products in cement. In addition, the group that developed Agri-Post is in discussion with a plastic lumber company in Prince Edward Island.

The research and development that goes into these modern ideas has the

potential to impact substantially on the rendering industry. With increasing regulations and scrutiny, new and creative ideas for the use of animal by-products are essential to the growth of both traditional and non-traditional markets.

Web pages within the portal's user interface. "We were able to share the best of the Website while getting the enhanced functionality of the portal," said Karen Trussler.

The KM merger team placed as strong an emphasis on process as it did on technological solutions. The team made presentations to the Merger Leadership Council and the Merger Program Office to ensure other merger teams coordinated their activities and content with the Schneider Foods community page.

The Schneider Foods community page was officially launched on May 16. On the same day, KM merger team members began portal training for Schneider Foods employees in Kitchener, Mississauga and on the Web.

The past seven months have been busy and rewarding times for the KM merger team. What started as an interesting technological challenge has evolved into an online community that showcases our efforts to make this merger a resounding success.

"We learned a lot while working with such a fantastic group of Schneider Foods employees," said Sarah, "and we were able to gain a fresh perspective on the portal." Karen added: "I found the team to be a source of inspiration for the opportunities we have been hearing about."

Maple Leaf Frozen Bakery, Roanoke, Virginia

Roanoke bakery is a rising star

BY TRACY THOMAS AND AL SAUTNER, MAPLE LEAF FROZEN BAKERY

Nestled among the rolling hills of Virginia, you'll find one of the crown jewels of Maple Leaf Frozen Bakery. Since its groundbreaking in 1998, this bakery has more than doubled in size, going from 90,000 sq. ft. to 200,000 sq. ft., making it the largest bakery in the Maple Leaf organization.

Production has increased from 5,000 cases per day to a staggering 20,000-plus cases per day in its current configuration. We are now in the process of installing the largest par-baked/frozen line in the world with line speeds of 6,600 loaves per hour.

When our rye bread facility in Jersey City, New Jersey ran out of room, extensive research was conducted to find an alternate location. The choice

was made to move the operations to the Roanoke Valley. Originally designed to produce rye bread and sourdough products, this facility now turns out sourdough products, crusty bread products, sandwich rolls, Italian bread, frozen pizza balls, thaw and sell sub rolls and a variety of artisan-type breads for distribution throughout North America.

The Roanoke plant has undergone three expansions in the last few years. In order to service a major sandwich chain in the U.S., a sixth line was installed in 2004. This project went from design to operation in eight months. To meet the increased demand of a major supermarket chain, a seventh line is currently being added with a start-up that was scheduled for May 2005. This

project went from design to operation in nine months.

Much of the plant is automated, including packaging to robot palletizers. Of course, the major reason for any facility's success lies in its employees. We currently have 237 employees operating the facility in three shifts. We have a great



Al Sautner, Plant Manager and VP, R&D/Engineering, addresses the group during a training seminar.



Great employees are one of the keys to success at Maple Leaf Frozen Bakery's Roanoke facility.



managerial team consisting of the following people: Al Sautner, Plant Manager; John O'Brien, Production Manager; John Lawson, Maintenance Manager; Darryl Minch, R&D Manager; Tracy Thomas, Safety Coordinator; Martin Reams, Purchasing Manager; Chris Jarozewski, Plant Accountant; Roni Arven, Inventory Planner; Fred Payne, Sanitation Supervisor; and seven Supervisors: Linda Mech, Richard Petro, Darrell Horton, Jason Schillen, Michael Davenport, Miguel Cisneros and Judith Weidman.

While this facility is a showcase of production, it also boasts a research and development lab, a quality assurance lab and a training center to train the employees in safety courses, new jobs and new breads. Our "Breaducation" course has introduced Sales, New Customers and Marketing people from all over the organization to the mechanics of great bread-making since its inception in 2002. The R&D lab has come up with great products like freezer-to-oven and many other types of breads.

In keeping with the vision of Maple Leaf Foods, this facility is on the road to becoming a true Six Sigma operation with a number of the tools already being utilized under the direction of Black Belt Dave Wilson.

To sum it up, great people, great products and a great location mean we expect to see continued "greatness" from Maple Leaf Frozen Bakery in Roanoke, Virginia.

Breaducation and training is about doing the common thing uncommonly well.

What's new in Canada Bread Fresh field sales

BY MICHAEL LINES, CANADA BREAD FRESH BAKERY

Wow, times are changing!

With more than 3,600 kilometres of geography ranging from Thunder Bay, ON to Courtenay, B.C., execution has always been a little more challenging for the Fresh West field sales team. Some of those challenges have revolved around acquisitions, consistent merchandising, unfilled positions, insights into our business performance and opportunities, and the timely communication to all of our franchisees.

Well, I have to say that our evolution has been happening for some time now and recently we've taken another major leap forward. Change is not easy and today our team is more focused on growth opportunities than ever before!

At a recent sales meeting, we launched a new tool for Territory Managers to identify growth opportunities and track performance by major customers. A database has been created to summarize and share our plans with franchisees and key accounts. We've improved our format to review our customers and franchisees business, and we also work much closer with retail and food service key accounts to build and hone our business.

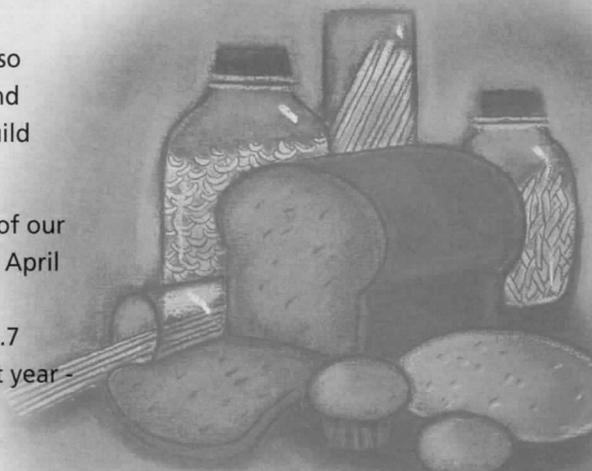
Bread returns are a costly part of our business. Between January and April 2005, we've seen a returns percentage improvement of 18.7 percent over the same time last year -

that equals 640 thousand fewer returned units. To achieve this, in February 2004 we implemented a process to help franchisees match their orders to the times when consumers are shopping in their stores. We also reduced the number of SKUs to focus on profitable growth. Though it sounds simple, it's not as easy to implement. Great job, team!

We've also been hosting regular franchisee round tables and Advisory Council meetings designed to improve communication with our customers and franchisees.

It's great to see the morale at an all-time high. An awesome example of this occurred at our Summer All-Stars sales meeting where one of our Territory Managers, Mark Tapley, offered to shave his head for a breast cancer fund-raiser. (See story and photos on Page 14.)

I would like to acknowledge every member of our team for these great accomplishments.



Remember to reward and recognize

BY SONJA MADSEN, MAPLE LEAF FRESH FOODS (POULTRY) AND BOB HEDLEY, MAPLE LEAF FOODS CORPORATE

Have you ever thanked a co-worker or employee for doing an exemplary job or for going above and beyond what is required of them? Of course you have!

Every day, Maple Leaf Foods (MLF) employees recognize others for the hard work and Values consistency demonstrated by those around them. A simple 'thank you' is often enough reward for the recipient, but did you ever consider nominating that individual for a recognition award?

The author of 1001 Ways to Reward Your Employees found that the most appreciated reward is to simply acknowledge the great work and value that someone brings to an organization by immediately and publicly recognizing them. In the book *Whale Done*, author Ken Blanchard explains that all personal improvement is best derived from positive, not negative reinforcement, and he uses the training of killer whales at Marine World to make the case. He explains that it is a manager's job to actually look for opportunities to acknowledge and praise an



Jackie Desjardins accepts a Prime Example Award from Tony Gale for demonstrating the Values of Continuous Improvement and Having a Bias for Action. Jackie created a tool that she uses weekly to organize her workers on modified duty so that she can track abilities and updates.

employee exhibiting great behavior.

In 1998, MLF piloted the Bravo Bonus Awards program with the intention of formally rewarding and recognizing individuals who have demonstrated a commitment to the Leadership Edge Values and who have gone beyond the normal requirements of their role. Many of the Independent Operating Companies (IOCs) across MLF have incorporated the Bravo Bonus into their formal recognition program. In addition to MLF Corporate, ML Pork and Poultry (now Maple Leaf Fresh Foods), Consumer Foods, MLF International and all IOCs within the Bakery Group have formally established Bravo Bonus or Prime Example Awards that are distributed throughout the year.

A Bravo Bonus or Prime Example nomination is spontaneous and the employee is recognized for his or her achievement at the time their

success occurred. All MLF salaried employees can be nominated for this program and recipients receive a certificate and reward item.

In order to be considered for an award, all employees must be formally nominated. It is very important to be specific in this process in order to ensure that individuals receive the rewards and recognition that they deserve. When submitting a nomination, you need to include:

1. Details on the nominee — full name, job title, department and location
2. Details on the motivation behind the employee's action
3. Specific actions that were taken and how they demonstrate our Leadership Edge Values
4. Final results and the impact that the employee's actions had on the organization

A Bravo Bonus or Prime Example Award is a great way to say "thank you" to someone who exemplifies a particular Value or who shows remarkable job performance. All MLF employees are encouraged to nominate someone for a Prime Example or Bravo Award. Consider it one of your PAD objectives! Even if your IOC does not have a formal program in place, we challenge you to come up with a creative way to recognize others!

Maple Leaf works toward CEO/CFO Certification

BY MICHELLE LEHMANN, SCHNEIDER FOODS

Multilateral Instruments 52-109 and 52-111, more commonly referred to as CEO/CFO Certification, are new Canadian Securities regulations that impact all public companies in Canada, including Maple Leaf Foods. The new legislation is intended to improve investor confidence in the reliability of financial information reported by public companies.

"People may be more familiar with Sarbanes-Oxley regulations which were put in place in 2002 as a result of reporting failures in U.S. companies such as Enron and WorldCom. The proposed Canadian regulations are very similar to the U.S. requirements," said Jenny Baker, Senior Director, Internal Control and Compliance, Maple Leaf Foods.

What does it mean?

The CEO/CFO Certification has rewritten the rules for corporate governance, disclosure and public reporting, forever changing the business and regulatory environment.

Its purpose is to improve the quality of corporate reporting. As such, the regulations focus heavily on the critical role of internal controls and management's documented recognition on the effectiveness of these controls in providing accurate financial information.

How does it affect Maple Leaf Foods?

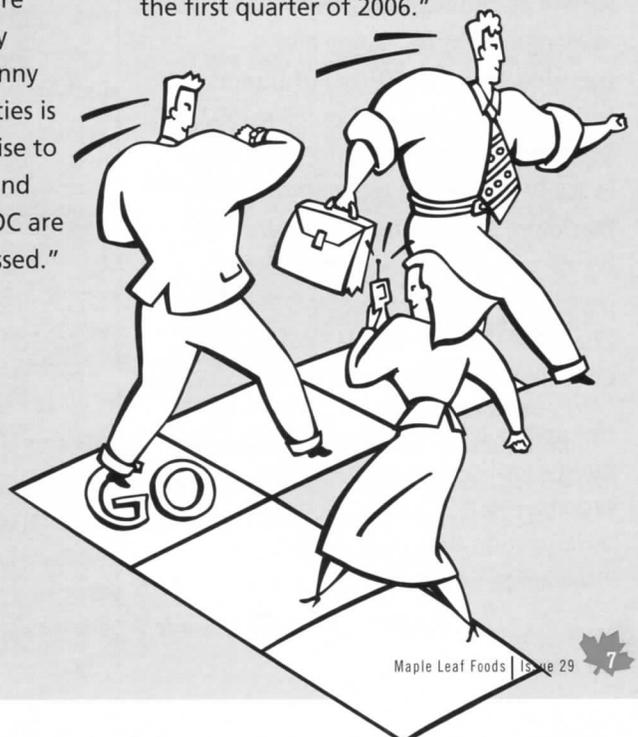
Compliance with these new regulations is mandatory for all Canadian public companies. Due to the size and scale of Maple Leaf Foods and to ensure the effective execution and co-ordination of activities to meet the new requirements, a CEO/CFO Certification project management office (PMO) has been created. Mike Vels, Maple Leaf's Chief Financial Officer, is the project sponsor. The PMO, under the leadership of Jenny Baker, will support the IOC Vice Presidents of Finance and their Project Leads in completing project activities.

"In simple terms, the project is about identifying, documenting and testing the company's internal controls over financial reporting, determining whether they are effective and identifying any improvements required," Jenny said. "One of our first activities is to complete a scoping exercise to determine which locations and business processes in each IOC are to be documented and assessed."

These include processes associated with how product is ordered, produced and shipped. With the regulatory deadline set for Dec. 31, 2006, the project will require focused co-ordination and project management by the PMO with the support of many people across the company.

A project of this magnitude is no small undertaking for a company like Maple Leaf Foods. There will be a lot of heavy lifting and many hands sharing the load over the next 18 months as the project team touches all areas of our business.

"While we have our eyes on the final deadline, for now our immediate sights are set on achieving the first key milestone," Jenny said. "That will be the completion of the internal controls documentation before the end of the first quarter of 2006."



Leading the Supply Chain Team

BY CHERYL LONG, ROVING REPORTER

Anne Fontana remembers her first presentation to one of the Schneider Foods' management committees. Armed with less than two years of experience with the company, the moment was a confidence-builder for the up-and-coming young executive.

"I remember how approachable the executives were when making a presentation, and I appreciated their vote of confidence and believing in my skills and ability."

Strong skills and natural ability have played an important role in Anne's journey up the corporate ladder at Schneider Foods. She began her career in 1976 as a student working in the Kitchener plant. In 1984, she was hired full time as a management trainee and, armed with a degree in engineering from the University of Waterloo and an MBA from the University of Western Ontario, Anne soon transitioned into a variety of engineering and management roles. Anne also participated on the Board of Directors for Schneider Corporation from 1992 to 1999, serving on numerous committees. In 2000, she gained recognition as Vice President, Supply Chain for Schneider Foods and ultimately, to her present position of Sr. Vice President, Supply Chain for the new Maple Leaf Consumer Foods organization.

Her goal is a straightforward one: "to build a world-class supply chain organization!" "I want to develop an organization that has a deep knowledge within the group and



Hiking is a favourite pastime for the Fontana family – (clockwise, L-R) Mara, 17, Anne, Fabrizio and Adam, 13.

Vital Statistics

Name: Anne Fontana

Title: Sr. Vice President, Supply Chain, Maple Leaf Consumer Foods

Place of Residence: Stratford, Ontario

Background: Born and raised in Kitchener, Ontario

Favourite vacation destination: Italy — my husband was born there. We were back on our honeymoon and went also with our kids two years ago.

Favourite book: One that I really liked was *The Stone Carvers* by Jane Urquhart.

Favourite childhood memory: My parents used to take us to Toronto Island. We'd go down to the theatre and then go to the island and ride the carousel or bike around the island.

Favourite Maple Leaf or Schneider product: I would have to say Schneider's Blue Ribbon Bologna.

If you could choose one new place to visit/vacation, where would it be? I would actually like to go to New Zealand. I just think the countryside is beautiful with great hiking trails, creating a thirst for adventure.

Profile – continued on page 9

Profile – continued from page 8
operates seamlessly as a supply chain when our systems are fully combined." In order to accomplish this, she encourages team work amongst the supply chain group, particularly during the merging of two great companies.

She has an ability to truly listen to people and encourages "brainstorming" for others to voice their own opinions. Giving everyone an opportunity to grow in their new role is a key concern. "I think we are living in exciting times with so many opportunities and challenges but let's not lose sight of the big picture. We have to make sure that we're working

towards the long term goal of merging to create a world-class organization while maintaining the business we have in front of us," Anne said.

Anne faces some challenges in her own role with MLCF. One of the most obvious is the constant travel as she commutes from her home in Stratford, Ontario to several of the Company's locations throughout southwestern Ontario. As a mom to two teenagers — Mara, 17, and Adam, 13 — Anne makes sure that she sets aside time for family activities.

"My son enjoys performing on the theatre stage and my daughter loves to

snowboard. Between their two activities and time together at the family cottage with my husband Fabrizio and the kids, we lead a very active lifestyle."

Anne comes from a long family tradition of fitness. Her dad, Fred Schneider, used to walk many a mile to the same Courtland Avenue office and seldom took the elevator to the sixth floor. "I like fitness-related activities and jogging with my dog," Anne said. "Three years ago, I made a commitment to put myself into shape, and I just want to maintain it now, though it makes for early mornings."

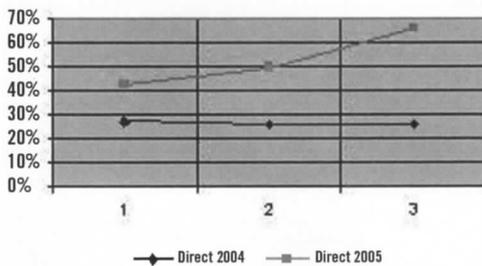
continuously

improve

Warehouse improvement becomes logistics plus for Calgary

BY JORGE E. BERMUDEZ AND DOUG MCBRIDE, MAPLE LEAF FROZEN BAKERY

Direct Shipments from the Calgary Plant (%)



One of the most significant investments for Maple Leaf Frozen Bakery's (MLFB) Calgary facility in 2004 was the warehouse re-racking initiative valued at approximately \$500,000. The project's purpose was to

enhance the capabilities of our warehouse through the reconfiguration of the storage racking, leading to an additional 70-percent storage capacity for the warehouse.

The increase in capacity has enabled the Calgary team to re-think the storage settings for the different families of products that were traditionally split between the plant's warehouse and third-party storage. Also, this investment required a complete revision of the flow of information in the warehouse, providing opportunities to implement procedures that increase the accuracy of the inventory numbers and create a better warehouse organizational structure.

Following a strict execution calendar, the warehouse project was finally completed in December 2004. The positive results and the payback to the Calgary team surfaced immediately with the utilization of the new warehouse racking. The Return on Net Assets (RONA) for the project was calculated at 38 percent, with a payback of 2.4 years. So far, the results have been significant with the increase in direct customer shipments from the



Dan Novakowski, Collin Burt, Dave Sawers and Matt King are part of the Calgary team.

Calgary plant evident in the accompanying graph.

In the first quarter of 2005, we have doubled the direct shipments from the facility to all of our customers, (YTD 2004 26 percent, YTD 2005 54 percent), which implies a weekly savings of about \$9,500 in outside storage, freight cost and inventory on hand. It also means better service to all of our customers.

We are confident that with the continuous support from the Calgary and corporate teams, these savings will continue to improve in the future.

Customer service excellence is for everyone!

BY DAREN KENNETT, LANDMARK FEEDS

Over the past few months, Wendy Smith, Wholesale Distribution Manager, Landmark Feeds, has been busy sharing a message she wholeheartedly believes in — that delivering exceptional customer service internally and externally is critical to our success and needs to be a key driving force behind the work we do each and every day. She also believes that this message needs to be understood and embraced by every individual in the organization, no matter what role or position.

Wendy has taken her Customer Service Excellence training sessions to each of the Landmark Feeds locations. She has also been pleased to present this material to interested groups outside of the Company.

Wendy stresses the importance of sharing the training with mixed groups. The goal is to have people from management, office, sales and production all in one room with everyone hearing the same message. The dynamics from such a mix make the sessions more valuable and balanced.

The material behind the Customer Service Excellence training comes from a variety of sources and personal life experiences. Wendy starts the training by taking the participants through the customer service experience and linking it to how each of us feels when we are out in everyday life as shoppers and consumers. This perspective is

important in helping people to truly relate what they are doing in their work environment to the messages and service they are delivering to their customers.

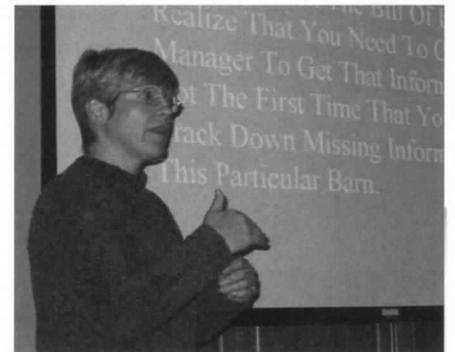
The next step in the training is to explore the five Service Quality Factors that customers use to evaluate us and assess how we feel our customers would rate us. It is an exercise that has proven to be both revealing and thought-provoking!

The training then moves on to unveil who our customer really is and wraps up with a section on communication.

Wendy has designed two presentation options: three two-hour sessions or one six-hour session, whichever works best for the group or location. Feedback from the Customer Service Excellence training has been overwhelmingly positive with requests for additional sessions!

That will be the next stage and challenge of this exciting initiative - to work towards reinforcing and supporting this important message in all that we do everyday!

Wendy Smith conducts a customer service seminar.



Employees at Landmark Feeds in Souris, Manitoba took part in a customer service seminar. Shown are: (L-R) D.J. Laursen, Troy Surette, Corny Hiebert and Tim Oliver.

Energy efficiency heats up at the Winnipeg ham plant

BY SAL NANDA, MAPLE LEAF CONSUMER FOODS

The Maple Leaf Consumer Foods (MLCF) plant in Winnipeg, Manitoba is hot stuff! The plant received an honourable mention from Canada's Energy Efficiency Awards for Process Improvement Projects for Small Energy Users from Natural Resources Canada. The annual awards recognize Canadian businesses, industry, institutions, governments, communities and individuals, and raise awareness that energy efficiency is a key part of Canada's response to climate change.

On May 24, the Company's energy conservation efforts were recognized

once again when Maple Leaf Foods received the Industrial Energy Innovators Award in the category of Integrated Energy Efficiency Strategy. The award was presented by John Efford, Minister of Natural Resources Canada, and Douglas Speers, Chair of the CIPEC Executive Board, at the CIPEC 30th Anniversary and Awards Dinner as part of the Energy 2005 conference.

The ham plant has earned these accolades by reusing heat and saving energy - enough to heat 165 Manitoba homes each year. By installing a heat recovery system, the plant recovers waste heat from the hot-gas discharge of its refrigeration compressors. That "waste" heat now offsets the steam required from the natural gas-fired boiler to heat water for the plant. Thanks to the redesign, the plant's natural gas consumption was reduced by 22 per cent, translating into a 12-per cent drop in energy use.

The project is part of Maple Leaf's ongoing environmental commitment. In fact, three energy reduction teams are working within and across IOCs to improve energy efficiency, minimize the environmental impact of Maple Leaf's activities and provide quality products

that meet consumers' needs. Reducing our environmental impact is fundamental to the successful growth of our business and to the general welfare of the communities in which we operate.

The Company is thrilled with the success of the project and with the awards. When you work it out, this project alone will reduce carbon dioxide emissions by 13,148 tonnes over 20 years. That's the equivalent of taking 3,287 gasoline-fuelled, mid-sized cars off the roads.

These cost and energy savings started in 2002 with Maple Leaf's decision to participate in Manitoba Hydro's Power Eco-Efficiency Solutions Program. The heat recovery system was chosen for implementation after the plant's energy management team and Manitoba Hydro toured the site, identifying potential savings regarding energy and water use, wastewater systems, greenhouse gas emissions and solid wastes.

"We're committed to promoting energy awareness and the efficient, cost-effective and environmentally responsible use of energy," said Steve Dowbiggin, Senior Vice President, Manufacturing. "This is a success story we are looking at implementing in other plants, in addition to evaluating other ways for Maple Leaf to be more energy efficient."



On May 24, Maple Leaf Foods received an Industrial Energy Innovators Award during the CIPEC 30th Anniversary and Awards Dinner. Shown during the awards presentation are: (L-R) CIPEC Chair Douglas Speers, Sal Nanda, Craig Richardson and MP David McGuinty.

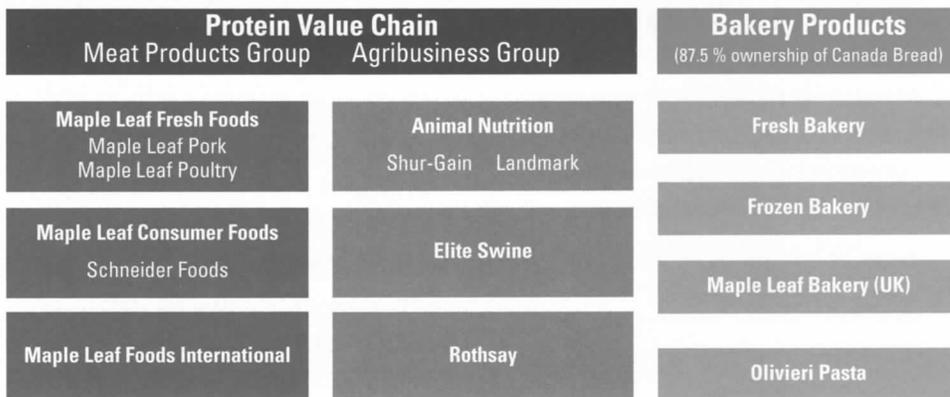


MP Marlene Catterall (left) and Sal Nanda attended the CIPEC awards dinner, held in conjunction with the Energy 2005 conference.

What's happening at Maple Leaf

BY NICOLE WATSON, MAPLE LEAF FOODS CORPORATE

Over the past few months, several organizational changes have been announced across Maple Leaf Foods focusing on simplifying our organizational structure. These include combining our fresh pork and poultry operations into Maple Leaf Fresh Foods, merging Schneider Foods into Maple Leaf Consumer Foods and merging Landmark and Shur-Gain into Maple Leaf Animal Nutrition. This is what our new structure looks like:



and new product innovation. This new IOC is organized into species-focused Fresh Pork and Fresh Poultry operations with shared IOC leadership, corporate services and functional support. This new structure will allow the company to leverage our operational excellence and scale and the experience of approximately 7,000 talented people.

Maple Leaf Animal Nutrition

By uniting Shur-Gain and Landmark Feeds, we have created Canada's leading, most customer-focused and innovative animal nutrition company.

The vision in bringing these two market leaders together is to increase competitive advantage by accelerating innovation and research & development, and by delivering superior animal nutrition programs for our

The management teams in these new IOCs are in the process of defining the new organizational structures that will guide their businesses in 2006 and beyond. For the remainder of the year, these businesses will remain focused on achieving their 2005 business plans.

New Consumer Foods

As of early April, Schneider Foods and Maple Leaf Consumer Foods have a single leadership team led by Rick Young, and are responsible for achieving the 2005 business plans of both Schneider Foods and Consumer Foods. While merger activity will be underway for some time, it is increasingly becoming part of continuous improvement within the business. The new Consumer Foods has over 8,000 people and 22 manufacturing facilities and two of Canada's leading brands, Maple Leaf and Schneider, in addition to a family of strong sub-brands.

Maple Leaf Fresh Foods

The consolidation of Maple Leaf Pork, Maple Leaf Poultry and Schneider Foods/Mitchell's fresh pork and poultry operations has created Canada's leading multi-species food company, Maple Leaf Fresh Foods, led by Randy Powell. As a single fresh protein organization, Maple Leaf Fresh Foods will simplify our customer interface and increase our value-added processing

customers. Jerry Vergeer will lead this new IOC. Ron Arnason, former President of Landmark Feeds, has chosen to take a well-earned break with his family this summer after which he may explore other opportunities within Maple Leaf.

Elite Swine will continue to operate as an IOC under the leadership of Doug Beckie, who reports to Scott McCain, President & COO, Agribusiness Group.

Why are we making these changes? One key reason is to simplify our relationship with our customers. They want Maple Leaf to provide them with streamlined services and they want to realize maximum benefit from our scale, scope of products and extensive network. Internally, we need to realize all the benefits of our collective talent, research and development capabilities, innovation, assets, purchasing and relationships to better serve our customers and grow our business into the next decade and beyond. This simplified structure will break down some barriers, help us to standardize business processes and provide a strong base to drive growth.

Consistent with our Values - we need to embrace change as the path to future opportunity. These new IOCs are leaders in their markets, with much broader capabilities to expand our markets and customer relationships, and provide brand new opportunities for our people. Stay tuned for exciting new business developments as these teams join forces!



Back to school with minor hockey magic

BY SEAN VAN HELDEN, CANADA BREAD FRESH BAKERY

Back to school sales may start just after Canada Day (July 1), but the season really begins in late August every year. As millions of Canadian kids prepare to feed their minds, DEMPSTER'S® reminds parents to feed their children with sandwiches made with delicious white and whole wheat bread.

Back to school also marks the beginning of the minor hockey season in Canada. This year, more than 4.5 million of us will gear up for another season as coaches, players, officials and enthusiastic fans (AKA parents). In August 2005, Dempster's® is teaming up with leading hockey brand CCM to bring nutritious breads and minor hockey together and offer consumers a chance to win big - free hockey equipment!

The fun begins in five million specially marked packages of Dempster's® Enriched White Bread (in the foil bag) and Dempster's® 100% Whole Wheat Bread. Each game card will feature a unique alphanumeric code, which will allow an entry into daily draws for free equipment at www.dempstershockey.com.



Five winners will be chosen every day of the contest and consumers will have a chance to win the following:

- Week 1 - CCM Hockey Gloves
- Week 2 - Composite Hockey Stick
- Week 3 - Helmet with Cage
- Week 4 - One each of the above items in a CCM hockey bag!

And there's more! On each specially marked DEMPSTER'S® package, there's a coupon to save money on hockey equipment purchases! Consumers can take the empty packages to any Source For Sports dealer in Canada and save \$10 immediately on a purchase of \$75 or more on CCM equipment and clothes.

Dempster's® is one of Canada's best-known and trusted bread brands. CCM is one of Canada's best known and trusted hockey brands. The fit is perfect - and the promotion will be too! Watch for huge in-store displays in September 2005 and tell your friends and neighbors about their exciting chance to win free hockey equipment.

Dempster's® is helping parents save money on hockey equipment.

Olivieri is full of good stuff!



BY NOLLY RAVEN, OLIVIERI

Last year, Olivieri, Canada's favourite fresh pasta and sauce brand, introduced the NutriWise line to the market with Whole Wheat Linguine and Multigrain Fettuccine.

Now, those who are always on the lookout for delicious and healthy foods will be tempted by two new NutriWise filled products: Whole Wheat Ravioli filled with Mediterranean

Vegetable with Olives and Basil and Whole Wheat Ravioli filled with Grilled Chicken à L'Orange with real Orange Zest and Balsamic Vinegar.

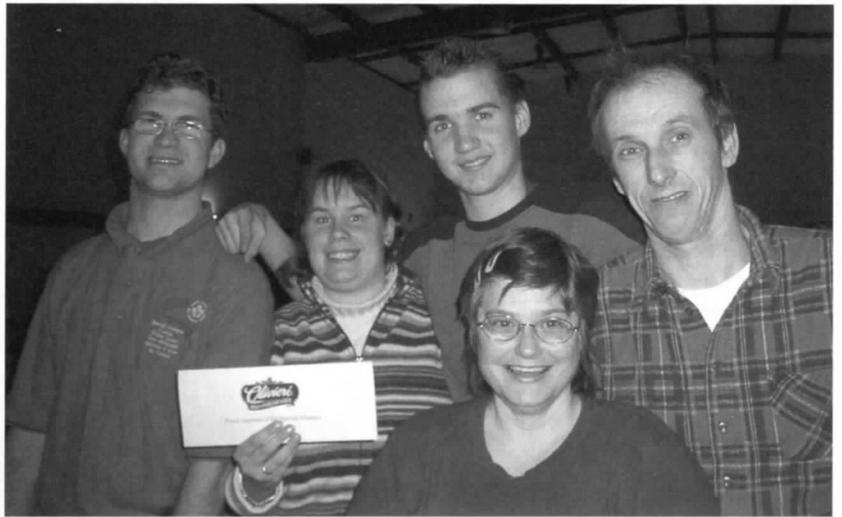
The two new NutriWise raviolis, made with the finest natural ingredients, not only help you deliver fabulous-tasting, healthy food to the table but they're also high in fibre and low in fat and sodium. The products meet all the standards of the Heart & Stroke Foundation and therefore proudly carry the Health Check symbol.



Olivieri sponsors Hamilton Special Olympics

BY ALISON FARRELL, OLIVIERI

On March 7, the Hamilton Special Olympics chapter held a fund-raising dinner to support their program. Olivieri was honored to be able to provide pasta and sauce for the dinner. The event was a huge success, with over 300 athletes, family members and friends in attendance. Thanks to all who helped to support this enjoyable event.



Enjoying the evening are several Special Olympics athletes who compete in swimming and soccer: (L-R) Jeff Wakefield, Lauren Tomasik (holding the Olivieri sign), Mike Milligan, Barb Betts and John Wass.

Recipe for fund-raising success

BY DARCY LEFLAR, CANADA BREAD FRESH BAKERY



Tracey Peterson, Sales Analyst Prairies, gets ready to cut the first lock of Mark Tapley's hair.



Mark sports his new look.

What do you get when you mix one Territory Manager with flowing locks, a challenge to raise \$1,000, a group of 50 people with a Bias for Action and a pair of clippers? You get \$3,000 raised for the Canadian Cancer Society.

During Canada Bread West Fresh's Summer All-Stars Sales Meeting on May 13 in Victoria, B.C., Calgary Territory Manager Mark Tapley

challenged the group to raise a minimum of \$1,000 and he, in turn, would shave his head bald.

When asked why he chose this venue to fund-raise, Mark said, "We've all been touched in one way or another by this disease. I knew that if the challenge was put out there, the team would respond. Besides, it's only hair and it will grow back!"

The group easily pledged the amount and following lunch, Mark's hair was shorn. In fact, the total raised for the Cancer Society was \$3,000 as Maple Leaf matched the \$1,500 donation. Thanks to all who participated in this fund-raising event and a special thanks to Mark Tapley for his commitment to helping all Canadians who are affected by cancer.

Schneider Foods celebrates two safety milestones

BY MICHELLE LEHMANN,
SCHNEIDER FOODS

On April 12, Schneider Foods celebrated two safety milestones achieved by the Kitchener plant employees. The first milestone was the receiving of the CEO Silver Safety Award for attaining over 600,000 hours worked without a lost-time accident. In the second milestone, the Company was awarded the CEO Gold Safety Award for attaining one million hours worked without a lost-time accident.

Brian Langford, Safety Manager, Schneider Foods, Kitchener, explained what this achievement meant. "It's a good demonstration of our efforts to prevent lost-time accidents although we still have challenges to overcome and opportunities to seize on the road to achieving our goal of zero accidents/incidents in our facility," he said.

Achieving one million hours worked without a lost-time accident means any employees involved in a workplace accident/incident were able to report for work on their next regularly scheduled shift, he added.

Brian kicked off the celebration by welcoming employees, committees and distinguished guests, including representatives from the Workplace Safety and Insurance Board and the Ministry of Labour. "Hopefully this will be the first of many such events celebrating safety excellence in our workplace," Brian said. Employees received a stainless steel mug and gold medallion to recognize their efforts.



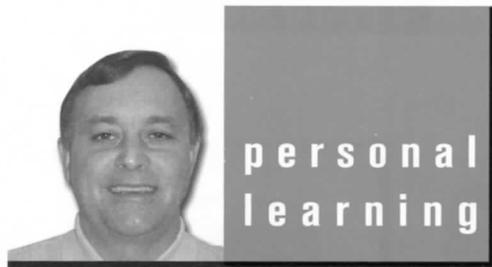
(L-R) Mike Walsh, JHSC Co-Chair and Worker Certified Safety Rep, Michael McCain, President & CEO, Maple Leaf Foods, and Brian Langford, Safety Manager, Schneider Foods, Kitchener, showcase the gold and silver plaques commemorating Schneider Foods' exceptional milestones.

During the celebrations, Jim Melchin, National Safety, Security & Environment Manager, noted that the safety goals and achievements were a team effort. "We would like to recognize the people who made this possible. We could not have reached these safety levels without the efforts of the Joint Health & Safety Committee (JHSC), all the valued advice from the emergency response team, the participation and co-operation received from all employees, the support from all levels of management and the hard work and dedication of the Health and Safety professionals," Jim said.

Michael McCain, President & CEO, Maple Leaf Foods, and Rick Young, President, Maple Leaf Consumer Foods, were on hand to celebrate this special accomplishment. Michael noted that out of 120 locations within the organization,

only three have achieved the one-million-hour milestones for no lost-time accidents. Courtland Avenue is now one of them so this truly puts the accomplishment into perspective, he added.

"One million hours from a plant that has 81 years of history, 740,000 square feet over multiple stories and over 1,300 people who generate over 13,000 hours of work each and every day. Put this all together and achieving one million hours without a lost-time accident is amazing," Michael said. "The track record over time, which is clear and consistent, reflects the commitment and dedication of everyone at Courtland Avenue. Congratulations for the team effort to get this passion into all 1,300 people at Courtland."



Leadership in manufacturing excellence

Our key to out-operating the competition

BY BOB HEDLEY, MAPLE LEAF FOODS CORPORATE

I make many trips to London, Ontario where we hold our various Leadership Academies. En route, I always pass several Maple Leaf Company operating plants and vehicles on the road — Maple Leaf Pork, Schneider Foods, Canada Bread and Rothsay, just to name a few. This trip was different though because I was travelling to our first Leadership Academy on Manufacturing Excellence. Our Champion, Scott McCain, and leaders of the Manufacturing Share Group initiated this project a year and a half ago and it was now at the point where we could share the initial results and take the initiative to Manufacturing Operations leaders throughout all of Maple Leaf Foods.

As I drove past these facilities and the trucks on the road I thought about the many people involved in making our great products and satisfying our customers. These are the people who work afternoons, weekends or drive the long miles to deliver just in time the

products that we enjoy as consumers every day. I can honestly say I have great pride in working with people who are dedicated to bringing great food products to so many people all over the world.

I also thought about what it was like to work in our plants and the changes that have already happened with the advent of Six Sigma and Leadership Edge. In just 10 years, we've built complete facilities like Brandon, Roanoke and Souris, and invested over \$1 billion in bringing plants to such high standards that we are now seen as innovators by others. These efforts were accomplished with great co-operation between engineers, Black Belts, plant and operations management and workers. They were done on time, on budget and often with little fanfare. All of these changes were accomplished while dramatically improving our day-to-day production, which in turn drives higher customer satisfaction.

As I drove on toward London I thought, aside from all of these accomplishments, the next 10 years would make the last 10 look like just a good start. Why? Because manufacturing excellence is about making Maple Leaf Foods the best production system in the world. It's about our external focus on customers, the key metrics or standards for managing production like energy, environment, security and communicating effectively and many other things.

As I ponder these thoughts I gain new insights. How challenging and rewarding is the work in the manufacturing production part of our business. Could there be a better place to hone your skills leading people?

To accomplish this goal of creating a great production system, it will take the same people, and many more, applying the philosophy, principles, tools and tactics of Six Sigma in a systematic production operation. In addition, the power of the full workforce will have to be engaged in the effort of coupling regular work with the power of learning how to do it better — "Work smarter, not harder".

How do you get the same people and many more to engage in this process of continuous improvement? At Maple Leaf we call on the Leadership Edge. Leaders like production and plant managers who embrace our Values and bring a directness to their personal leadership helping to develop other leaders and provide leadership, turning the thousands of daily production challenges into opportunities to improve the actual operation and teach others to do the same. We've already got a start on developing these leaders through our Performance Assessment and Development/Leadership Edge Review processes (PAD/LER), Supervisory Leadership Program, Operations Trainees, and now the Leadership Academy. The next big step is to engage everyone in the principles, tools and tactics of the Leadership Edge — "Leadership @ the Edge".



Canard hears customer's voice loud and clear

BY THE CANARD TEAM, MAPLE LEAF FRESH FOODS (POULTRY)

Understanding the importance of and responding to the Voice of the Customer is key in any successful organization. In an organization dedicated to a Six Sigma culture, it's paramount.

The Atlantic Wholesalers Ltd. (AWL) deli bird is the single largest selling product that Maple Leaf Fresh Foods (Poultry) sells to the Loblaws group. Sales of this one item represent a substantial annual amount!

This customer approached the Canard facility requesting significant changes to the product. These changes focused on developing a more uniform pre-seasoning method and meeting the customer's weight specification range of 1.35 to 1.45 kg. These two requests led to the eventual installation of an automatic seasoner and an auto weigh transfer machine.

The search for automation proved to be a very challenging task. The sourcing team, led by Six Sigma Black Belt Leslie

Thun, searched across North America and Europe in an effort to find the automated seasoning equipment. In the interim, Tony Gale, Production Manager, and Rick Cox, Production Supervisor, decided that applying spice to each bird individually would be the best way to duplicate the auto seasoning method.

The sourcing team found a supplier and the automatic seasoner was ordered. Meanwhile, the existing method of weighing birds at the Canard facility was not effective in capturing the right birds at the right weight. As a result, there were typically not enough in-spec birds to complete the order on most days, ultimately leading to the purchase of the auto weigh transfer system.

On March 11-12, the auto seasoner was installed, quickly followed two weeks later by the installation of the auto weigh transfer. The Maintenance team worked every weekend for over two months and the Sales team worked hard to communicate the ongoing changes to our customer and to the management team at the Canard plant, ensuring that all related action items were executed.

Most importantly, the production employees embraced the changes to the department and worked together to help ensure that our customer's needs were satisfied. Thank you for the hard work of everyone involved — the installation was a success! This was an exceptional example of a strong team dedicated to both the success of the business and to the Voice of our Customer.

The Linco 250 Autoweigh transfer is in action.



The plant's packing staff work with the new Auto Seasoner.



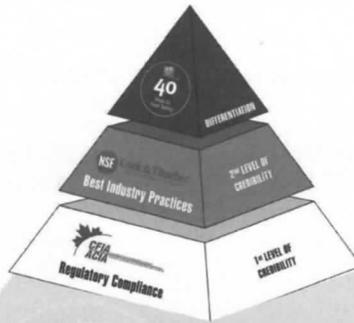
Masterbrand takes Maple Leaf to the top of the pyramid

BY ROB DE PAPE,
MAPLE LEAF CONSUMER
FOODS



Rob DePape is Food Safety and Lab Supervisor at Maple Leaf Consumer Foods, Winnipeg.

“Nine years ago, when I started with Maple Leaf as a Microbiologist, to me the words food safety were just that - two words. I did my job, testing product and analyzing results. But I wasn't really sure about the impact my work was having. Over the years, the Company has implemented programs to make our products safer and more wholesome for our customers, including the Maple Leaf brand promise, We Take Care, and our food safety



commitment. Fast forward to 2005 and Maple Leaf's vision for food safety is gaining more traction and momentum.”

Steve Tsuyuki, Director, Food Safety and Quality Assurance, clearly stated this in his presentation at the Masterbrand Food Safety conference held this spring at the Kingbridge Centre in King City, Ontario.

“Maple Leaf's '40 Steps to Food Safety' is a visibly differentiated and passionate management approach based on proprietary proof points built on a foundation of regulatory compliance and also measured against best industry practices,” Steve explained.

This was best demonstrated by the new pyramid concept (see diagram) that was introduced at the conference. At the base of the pyramid is CFIA regulatory compliance or our plant HACCP and prerequisite programs. These are the bare minimum requirements.

The middle layer is the implementation of best industry practices which are audited annually by NSF Cook and Thurber. These take us to the next level of credibility in a space where we are equal to some of our competitors.

The top of the food safety pyramid is the Maple Leaf “40 Steps to Food

Safety” program, where we go above and beyond regulatory and industry practices. This is how we can and do differentiate ourselves from our competitors in delivering on our food safety commitment.

The conference also provided an opportunity to celebrate the accomplishments achieved by the plants that were audited against the “40 Steps” last fall, all of which passed! In addition, attendees from all of the Maple Leaf plants, including Schneider Foods, were informed of the food safety initiatives the Company has planned for the future. There were workshops introducing new initiatives, such as an interactive food safety training CD-ROM and a Consumer Affairs tool called E powercenter.

Presenters included Scott McCain, President & COO, MLF Agribusiness; Dan Gabbard, Director of Logistics, MLF; Michel Legault, Manager, Knowledge Management (CIS); Ron Judge, Director, Quality Assurance & Food Safety (MLCF); and Gail Young, Quality Assurance Manager of Co-Packing (MLCF), who provided a very entertaining piece about co-packing, as well as guest speakers from government and industry. All speakers spoke passionately about their roles as champions of food safety. Michael McCain closed the two-day conference by outlining how important food safety is to him and to the future of the Maple Leaf brand.

As a food safety specialist, I feel very privileged to play an important role in our “40 Steps to Food Safety”, a program I can truly say puts Maple Leaf on top of the food safety pyramid.

Joint venture in the poultry industry

BY THE TVP TEAM, MAPLE LEAF FRESH FOODS (POULTRY)



Left: The Cryovac line produces both fresh and frozen vacuum-packed products.

our product to be exported into the EU at premium prices.

Today, Thames Valley Processors, which consists of a primary processing plant and a rendering plant with over 300 combined employees, benefits from the extended value chain services provided by Cold Springs Farm Ltd. This operation includes a hatchery, producer and breeder farms, live haul service, warehousing facility and an on-site further processing facility dedicated to turkey products. Thames Valley Processors generates hundreds of products, which are sold primarily to Maple Leaf Fresh Foods, to Cold Springs Farm Ltd. and to the international marketplace.

Thames Valley Processors offers air-chilled as well as water-chilled products and is constantly working with its customers to meet the demands of the ever-changing marketplace. One of our latest product offerings is further processed by Maple Leaf Consumer Foods and is used in the new McDonald's Turkey BLT sandwich promotion. Maple Leaf Fresh Foods (Poultry) is developing a new frozen turkey breast product that will be available this winter. Maple Leaf Fresh Foods feels that this delicious product encourages more frequent enjoyment of turkey dinners. The product is currently undergoing take-home testing within the Maple Leaf IOCs. Stay tuned for more details in upcoming editions of The Link.



Inset Left: Thames Valley Processors in Thamesford, Ont.

Thames Valley Processors Ltd. was established in 1998 as a joint venture between Maple Leaf Foods and Cold Springs Farm Ltd. of Thamesford, Ont. Prior to April 1999, both parties had operated separate facilities — Maple Leaf Foods was based out of Walkerton, Ont. and Cold Springs Farm Ltd. operated in Thamesford, Ont., where the current operation is located.

The newly incorporated entity processed over 40 million kilograms of product in its first complete year of operation and is the largest turkey processing plant in Canada.

Initially, Thames Valley Processors' primary business was to provide whole bird products — fresh/frozen/basted/stuffed — to service the traditional Thanksgiving/year-end festive sales demand with over 65

percent of the year's production sold in the final five-month period of the year. Some fresh poultry cuts were also produced. Recently, market focus has shifted towards providing more value-added fresh poultry cuts year-round, resulting in Thames Valley Processors becoming one of Canada's leading providers of de-boned turkey.

Like all Maple Leaf Foods facilities, Thames Valley Processors has strict food safety processes and product specifications in place. The Thamesford site was the first turkey processing plant in Canada to implement the Hazardous Analysis Critical Control Point (HACCP) system to ensure the highest standards of control over the raw materials, the process, the people and the environment. Our rendering plant is one of only two European Union (EU) certified plants in Canada, permitting

Canada Bread Long Service Awards

Fresh Atlantic

25 years



Ron Crummell (left), Bakery Help, Newfoundland plant, is congratulated by Weldon Peddle, Operations Manager, Newfoundland plant.



Paul O'Driscoll (left), Maintenance, Newfoundland plant, is shown with Wilfred Verge, Maintenance Foreman, Newfoundland plant.

40 years



Bill Duke (left), Sales Driver - Grocery, St. John's, NF, receives his award from Bill Tobin, Territory Manager, St. John's.

Fresh Quebec

25 years



Mario Asselin, Shipper, Beauport plant



Christian Brault, Garage Supervisor, Laval MMD (Storage, Freight)



Pierre Giroux, Relief worker, Beauport plant

Not pictured:
Claude Bélanger, Per Kilometre Heavy Truck Driver, Jean-Marchand (Distribution)

Colombe Gauthier, Thrift Store Clerk, Matane thrift store

Claude Grenier, Sanitation, Beauport plant



André Lelièvre, Mechanical Maintenance Worker, Dandurand plant



Pierre Lemyre, Relief Worker, Laval plant



Robert Noreau, Thrift Store Clerk, Monsolet thrift store

30 years



Alain Dery, Moulder Attendant, Viau plant



Pierre Morin, Oven Operator, St-Côme plant

Not pictured:
Roland Gagné, Per Kilometre Heavy Truck Driver, Jean-Machand (Distribution)

Renaud Larivière, Relief Worker, St-Côme plant

35 years



Claude B. Grenier, Dough Attendant, Beauport plant

Not pictured:
Jocelyne Pomerleau, Panning Unit Operator, St-Côme plant

40 years



Jeannine Brindamour, Manufacturing and Wrapping Helper, Viau plant

Maple Leaf Frozen Bakery
25 years



Daniel Robitaille, Production Supervisor, Maison Cousin - Laval Plant

Fresh Ontario
40 years



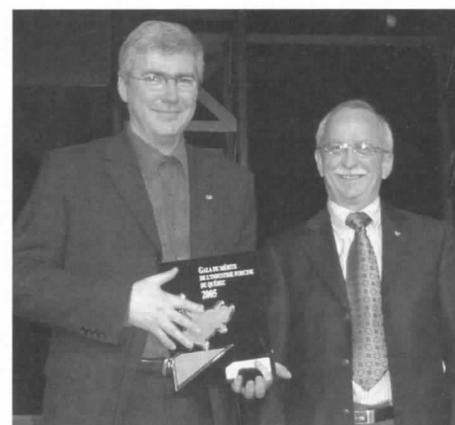
Santo Ellero, Cleaner, Central Bakery Plant

2005 Personality of the Year Award

At the Expo-Congrès du Porc, held on April 14 in St-Hyacinthe, Quebec, Michel Vignola, Swine Production Nutrition & Development Manager at Maple Leaf Animal Nutrition (Shur-Gain) was nominated as "2005 Swine Personality of the Year". This nomination honours the work and exceptional accomplishments of

a person working in the swine sector in Quebec.

As producers, Maple Leaf Animal Nutrition network members, colleagues and other industry stakeholders, we are proud and happy to congratulate Michel on this prestigious nomination.



Michel Vignola was nominated for his work in the swine sector.

Schneider Foods Long Service Awards

25 Years



Gilles Bouchard, St. Anselme, Fabric Pates Croute



John Casilli, Courtland, Operations Systems Integration Manager



Richard Emrich, Courtland, EDI Manager



Jamie Hartman, Courtland, Curing



David Jackson, Port Perry, Plant Manager



Patricia Parker, Courtland, Accounts Payable



Steve Brindley, Courtland, Production Supervisor Luncheon Process



Gary Dinkel, Courtland, Purchasing



Gilles Gagne, St. Anselme, Fabric Pates Croute



Richard Holowaty, Courtland, R&D Private Label & Export



Nick Klassen, Guelph, Production Control Manager



Celine Pelchat, St. Anselme, Cuisine

30 Years



Karen Heldmann, Ayr, Oven Line



Wayne Hoffman, Courtland, Shunt Driver



Carla Laubach, Courtland, Payroll Coordinator



Marie Leblond, St. Anselme, Fabric Pates Croute



Brad Smith, Maritimes, Customer Manager Retail Sobeys

35 Years



Irwin Doell, Courtland, DB Supervisor



David Hudder, Courtland, Tractor Trailer Driver



James Yanke, Courtland, Packaging



Annette Doucet, Courtland, Packaging



Bruce Main, Hanover, Chick Sales & Procurement

40 Years

Rothsay Long Service Awards

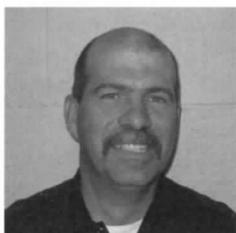
25 Years



Kevin DeBruyn, Manager, Ontario Raw Material Procurement, Dundas, ON



Rick Fleet, Water Treatment Plant, Moorefield, ON



Richard Bussieres, Maintenance, Ville Ste. Catherine, PQ



Richard Desrosiers, Refinery, Ville Ste. Catherine, PQ

Not Pictured:
James Anthony, Operations, Foxtrap, NL

Werner Beilke, Garage, Moorefield, ON

Raghibir Dhadda, Tallow, Dundas, ON

George Stroetinga, Trucking, Moorefield, ON

Randy Thomson, Trucking, Dundas, ON

30 Years



Claude Bourgault, General Manager, Quebec Region, Ville Ste. Catherine, PQ



Surjit Gill, Tallow, Dundas, ON



Doug Bridge, Trucking Supervisor, Moorefield, ON



Bruce Jackson, Trucking, Moorefield, ON

35 Years



Reg Bradley, Trucking, Moorefield, ON



Ken Feick, Tallow Operator, Moorefield, ON



Louis Monreuil, Trucking, Dundas, ON

Maple Leaf Fresh Foods (Poultry, Mississauga) Long Service Awards

25 Years



Barb Gilholm, Egg Room Supervisor, New Hamburg, ON

35 Years



Stan Roote, Driver, New Hamburg, ON

35 Years



Mike Keeping, Six Sigma Black Belt, Mississauga, ON

Not pictured:
Murray Burtch, Trucking, Moorefield, ON
Tom Bradley, Production, Moorefield, ON

Maple Leaf Fresh Foods (Poultry, Edmonton) Long Service Awards

25 Years



Byron Jagoe,
Material Supply
Co-ordinator



Sali Kulatunga,
Maintenance
Department



Thien Le,
Maintenance
Department



Maria Pedro,
Production



Marianne Le,
Production

30 Years



Maria Silva,
Production



Birmati Singh,
Production

Not Pictured:
25 Years
Xuan La, Sanitation

Shur-Gain's top performers for 2004

BY DANIEL HOFTYZER, MAPLE LEAF ANIMAL NUTRITION (SHUR-GAIN)

Shur-Gain Central Region's 69th Annual Sales Conference was held in Toronto on February 10-11. This year, the sales conference was attended by close to 100 employees from several Maple Leaf Foods IOCs, including Maple Leaf Animal Nutrition (Shur-Gain) in Ontario and the United States, Maple Leaf Fresh Foods (Poultry), Cold Springs Farm, Elite Swine Inc., GAP Genetics, National Pet Food and

Maple Leaf Agresearch. During the annual sales conference, Shur-Gain Ontario recognized the efforts of their sales team by presenting several awards.

Rich Goodhand, Swine Territory Manager, received the Top Territory Manager Award. Runner-up for the Top Territory Manager Award was Doug Fawcett, Dairy Territory Manager. The

Special Achievement Award went to Dave Murray, Beef Feeding Specialist. Shur-Gain congratulates these outstanding top performers, along with the entire Shur-Gain team, for their dedication and commitment to providing excellence in service.



(L-R): Jerry Vergeer, Dale Maksymyk, Rich Goodhand, Dave Hartney and Scott McCain.



Doug Fawcett



Dave Murray

Moncton employees congratulated for long service

BY JENNIFER MURRAY, MAPLE LEAF CONSUMER FOODS

Maple Leaf Consumer Foods Moncton (Hub Meats) held a service award recognition dinner for 59 employees on Jan. 12, 2005. The evening was delightful, with almost all employees in attendance being recognized. Awards were handed out by Steven Dowbiggen, Jo-Ellen Robertson and Patrick Ressa.

We are very proud to recognize the following employees for their long service and commitment to our organization. Thank you for all your hard work.

Patrick Lawrence (38 years), Raymond DesRoches (38 years), Dennis Stannard (36 years), Camille Landry (34 years), Leonard LeBlanc (32 years), Richard Garland (32 years), Murray Lutes (32 years), Marcel Savoie (31 years), Ronald

Colpitts (31 years), Thomas Gautreau (30 years), Stanley Gardner (30 years), Claude Chiasson (30 years), Sharon Morris (30 years), Edward Fearon (30 years), Ivan Budd (29 years), Deverne Steeves (29 years), Kenneth Best (29 years), Diane Melanson (29 years), Sterling Gardner (29 years), Paul Brewer (29 years), Brian Leaman (29 years), Larry Cole (29 years), Robert LeBlanc (29 years), Edward MacPhee (28 years), Donna Little (28 years), Donald Frazee (28 years), Peter Steeves (28 years), Gerard Belliveau (28 years), Jean-Guy Savoie (28 years), Gilles Bourgeois (28 years), Charles Richard (27 years), John Way (27 years), Wayne Milburn (27 years), Rheel Gaudet (26 years), Diane

Steeves (26 years), Jeanne LeBlanc (26 years), Aurella DesRoches (26 years), Paul Richard (26 years), Philomene Babineau (26 years), Darlene McCabe (26 years), Claudette Godin (26 years), Marie Meunier (25 years), Vernon Gallant (25 years), Leonard Gallant (25 years), Glenn Harper (25 years), John Howe (25 years), Karl Frigault (25 years), Thomas Arsenault (25 years), Ernest LeBlanc (25 years), Bernard Gray (25 years), Angele Gallant (25 years), Angele Boudreau (25 years), Norma LeBlanc (25 years), Denis Breau (25 years), Fred LeBlanc (25 years), Sylvester White (25 years), Dale Hudson (25 years), John Magee (25 years) and Michael Donovan (29 years).

A long-service recognition dinner was held for employees at Maple Leaf Consumer Foods (Hub Meats) in Moncton.



Productive exchanges lead to greater transparency

BY CHANTEL GAUTHIER, CANADA BREAD FRESH BAKERY



Michel Savard (standing) conducts an orientation meeting at the Laval Distribution Centre in Quebec.

Last May, a few months after his appointment to the position of Vice-President of Operations at Multi-Marques (the Quebec division of Canada Bread Fresh Bakery), Michel Savard

conducted a province-wide tour of the Company's locations.

He had a chance to meet with over 1,200 employees in small groups, accompanied by their plant managers and members of the

supervision and human resources teams. At each location, he observed the employees' enthusiasm and their willingness to integrate the Company's Values into their daily work ethic.

Among the various topics reviewed at these meetings, business plans for 2005 and achievements since the integration to Maple Leaf received the most attention. Other discussions included the Company's position within the bakery market in Quebec, the performance of all products and the advantages of using Six Sigma in our efforts to create positive change.

Of course, the sharing of information was reciprocal and Michel learned more about everyone's expectations and concerns, and gained a better understanding of the different regional issues.

It was an enriching experience for all and an approach that will hopefully be repeated in the future in order to secure and consolidate relationships between all members of the operations sector.

Alan Oickle says goodbye to Canard

BY KIM MAGUINNESS, MAPLE LEAF FRESH FOODS (POULTRY)

On June 30, Alan Oickle retired from the Canard facility of Maple Leaf Fresh Foods (Poultry) after 45 years of tireless service.

Alan joined the plant in 1960 as a labourer in the Evisceration department. During his amazing 45-year career, he worked in every role in the "Evis" department, including a period as the lead hand. Alan has proven to be an extremely dedicated and loyal employee with an exceptional work ethic. He plans to spend his retirement pursuing his hobby of raising and showing pigeons.

Congratulations, Alan, on achieving this milestone which is a first for Canard! We wish you all the best.



Alan Oickle retired after 45 years at Canard.



Laurie Campbell and Kevin Blanchard begin to prepare food for sampling at our booth at the trade show.

Maple Leaf bacon goes public

BY CHRISTINE PARNETTA,
MAPLE LEAF CONSUMER FOODS

The Maple Leaf Consumer Foods (MLCF) North Battleford, Saskatchewan Community Events Team participated in Battleford's Agricultural Society Trade Show in early April. Approximately 5,000 people attended the show from the Battleford and surrounding areas.

We cooked wieners, smokies and three different types of bacon for the public to taste. The enticing aromas of the cooking food attracted many samplers, both young and old. Committee members and volunteers worked hard all weekend to keep up with the demand for samples.

The majority of the visitors asked where they could purchase the products and left saying they would buy ML products. The younger attendees were thrilled with the selection of ML magnets, stickers and tattoos that they were able to take home with them. The public also entered door prize draws to win a cooler full of bacon, ML jean shirts and coffee mugs.

The response from the public and other trade show participants was phenomenal. Most of them could not get enough of our delicious products and had to keep coming back for more! The weekend was a huge success and we look forward to going back next year.

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Our production schedule

Help us stay on schedule by keeping these dates in mind:

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October 27, 2005	November 18, 2005	week of January 30, 2006
January 26, 2006	February 17, 2006	week of April 24, 2006
April 27, 2006	May 19, 2006	week of July 31, 2006

Our Editors are hard workers and make an exceptional contribution to the success of The Link. Many thanks to the Editorial Board.